

POSITION CLASSIFICATION  
WHAT IT IS NOT - WHAT IT IS

Position Classification will not:

- improve poor performance
- correct misassignments
- correct poor organization
- substitute for training needs
- correct poor supervision

Position Classification is not based on:

- volume of work
- quality of work (above satisfactory full performance levels)
- length of service
- value of employee to the organization (Excepted Grade)
- probable loss of employee
- recruitment difficulties
- sex of employee, local customs regarding women workers, caste, etc.,
- rank and/or title of supervisor
- multifaceted talents, enthusiasm, willingness, charm

Position Classification is based on:

- kind of work → **WHAT?**
  - level of difficulty and responsibility involved in the work
  - knowledges, skills, and abilities required to satisfactorily perform the work
- HOW/WHY?**

Position Classification Defined

Position Classification provides a system for:

- a) The orderly grouping of positions as to kind and level to prevent inequitable salary relationships which may adversely affect an organization's operational effectiveness and its employees' motivation and morale, and
- b) Enabling management to maintain fiscal integrity in the area of responsibility for controlling salaries by properly describing and evaluating (classifying) the duties.

By properly describing and evaluating (classifying) the duties and responsibilities required in each position and the relationships between positions in an organization, we realize the principle of Equal Pay For Substantially Equal Work.

Position Classification is the basic (and essential) foundation of a sound, effective personnel management system. Without Position Classification based on equal pay for equal work, post personnel management is difficult, incoherent, politic-ridden.

The use of a clear, connected system of grading jobs makes possible:

- Effective organization management through a written record of the duties and responsibility of each employee.
- The forecasting of personnel requirements and corresponding budgetary needs.
- The identification of overlapping duties, duplication of effort, unnecessary supervision, work priorities, etc.
- the ease with which management is able to:
  - recruit )
  - train )
  - place ) (FSN Employees)
  - evaluate )
  - transfer )
  - promote )

WHAT? ) These questions are the key  
 HOW? ) to a good PD and  
 WHY? ) a sound classification decision

<sup>is</sup>  
The delineation between the personal qualifications of an employee (which may not coincide with his/her position's qualification requirements) and the qualifications required to satisfactorily perform the work of a position. Only the latter may be considered in evaluating (classifying) a position i.e., the qualifications required for a position must be Job Related, not person-related.

#### RANK-IN-POSITION CONCEPT

##### Points to Remember

- Position versus Employee: Position classification is concerned with classifying the position, not the employee.
- Position versus Position Description: A PD describes an individual position and should specifically address the duties and responsibilities of that position. It is not fictional but should reflect the essential nature of the position-i.e., should merely report the duties, responsibilities, qualification requirements, and other elements of the job-and its organizational relationships-at a given time.

- The Position Description versus the Position Classification Standard: The PD describes an actual position so should be written in specific language which properly portrays that position. On the other hand, a position classification standard describes the essential nature of many positions MAKING UP A CLASS, thus is more generalized in approach. Caution: Do not copy a standard when describing an actual position.

#### WHY THE WORLDWIDE FSN POSITION CLASSIFICATION SYSTEM?

IT NOT ONLY REPLACES 130 MISSION AND 140 POST "NON-SYSTEMS", BUT, MORE IMPORTANTLY,

FOREIGN SERVICE NATIONAL (FSN) POSITION CLASSIFICATION GREATLY ASSISTS OTHER AREAS OF FSN PERSONNEL MANAGEMENT

- RECRUITMENT
- EMPLOYEE DEVELOPMENT
- REASSIGNMENT/PROMOTION
- PERFORMANCE EVALUATION/AWARDS
- EMPLOYEE RELATIONS

IT IS OF MAJOR AID IN MAKING ORGANIZATION AND POSITION MANAGEMENT DECISIONS.

#### THE SYSTEM

- LENDS ITSELF TO EASE IN ADMINISTRATION
- GIVES THE ADMINISTRATIVE/PERSONNEL OFFICER (AND THE PROGRAM MANAGER) KNOWLEDGES, SKILLS, AND ABILITIES (KSAs) WHICH ARE TRANSFERABLE FROM POST TO POST
- GIVES THE PROGRAM MANAGER THE TOOLS FOR ORGANIZING AND OPERATING HIS/HER PROGRAM WITH MAXIMUM EFFICIENCY, PRODUCTIVITY AND EMPLOYEE MORALE.

## DEFINITIONS

Classification (or Allocation): The process of placing a position in a class (title, series, grade) on the basis of kind of work and level of difficulty and responsibility and the qualification requirements, IN ACCORDANCE WITH APPROPRIATE POSITION CLASSIFICATION STANDARDS.

Reclassification: The process of placing an established and classified position in a different class (and grade level) on the basis of a change in the duties, in the level of difficulty and responsibility, and in the qualification requirements.

Position Description (PD): An Official certified record of the duties and responsibilities assigned by management to a position. The PD is evidence that:

- a) the American manager(s), the FSN supervisor, the position incumbent, and the Personnel Officer are in agreement on the duties and responsibilities and qualification requirements of the position and that
- b) the position has been officially classified as to title, series, and grade.

The PD is a legal document which is the basis for not only the FSN incumbent's pay, but for recruitment, training, performance appraisal, and promotion.

## ORGANIZING WORK FOR EFFECTIVE PRODUCTION

### MANAGING PEOPLE:

Position Management - The process of organizing and supervising job activities effectively.

Personnel Management- The process of effectively utilizing the organization's human resources for maximum program efficiency and effectiveness, and employee morale.

## THE SUPERVISOR'S ROLE IN ORGANIZING WORK

AIM: The most effective work operations per budget \$1, this is accomplished if the supervisor knows:

- What his/her organization is supposed to accomplish (Goals).
- What resources (People, Money, and Equipment) he/she has to accomplish such goals.

Then he/she has the basic information for deciding:

- How best to use allotted resources.
- How to justify requests for additional positions, money, and equipment.

THE SUPERVISOR'S RESPONSIBILITY FOR DESIGNING POSITIONS INCLUDES

- Assigning a "set" of duties and responsibilities to each position.
- Specifying the minimum qualifications needed to fill the position for satisfactory performance
- Shifting duties and responsibilities to meet
  - \*Changing workloads
  - \*Program emphasis changes

The duties and responsibilities assigned to each position must be directly related to the work goals the American Supervisor has set. In assigning such duties, therefore, the good manager should:

- Analyze the work of each position  
and
- Determine the best way to assign work so as to get the most effective production.

Each Personnel/Administrative Officer plays a major role in advising the manager re: this process.

POINTS TO REMEMBER

- Too great a mixture of duties complicates position classification, recruitment, performance ratings.
- Employees in technical/professional positions should not be required to do clerical work.
- By concentrating like duties, and duties of the same level, in one position or a few positions, there is a greater possibility of justifying higher grades.
- On the other hand, very small posts often have no alternative to mixing duties, or to requiring a technical/professional employee to do some clerical work.

Four steps to be taken by the supervisor in establishing a position:

- |                                |                                      |
|--------------------------------|--------------------------------------|
| 1. Thinking about the Position | (The Personnel Officer can provide   |
| 2. Organizing the facts        | position management and/or position  |
| 3. Writing the PD              | classification advice and assistance |
| 4. Certifying the PD           | in accomplishing these steps.)       |

The Fifth Step (To Be Taken By The Personnel Officer)

5. Analyzing, Evaluating and Classifying the PD What, How, Why-  
Establishing qualifications needed to perform satisfactorily.

THE STEPS IN POSITION CLASSIFICATION

- 1) Create and describe the position. A position is a group of duties of responsibilities to be performed by one person and requiring specified qualifications for satisfactory performance.
- 2) Make a preliminary determination as to the class to which the position belongs. Class: A group of positions that are sufficiently alike as to kind of work level of difficulty and responsibility, and qualifications requirements to warrant similar treatment in personnel, classification, and compensation administration (e.g.'s: Clerk-Typist, Chauffeur, Voucher Examiner, Visa Clerk, etc.).
- 3) Determine the series to which the position belongs. SERIES: A number of classes of positions which are in different grades but are concerned with the same basic kind of work or closely related types of work. (e.g.'s: Visa Series, Personnel Series, Commercial Series, etc.)
- 4) Review the occupational group for the series in which you believe the position belongs, as a double-check on your series decision. GROUP: A major subdivision of positions, usually consisting of several series of classes in associated or related occupations or professions. (e.g.'s: Budget and Fiscal Group, Consular Group, etc.)
- 5) THE CRUCIAL STEP: Determine the grade level under the standards and guidelines of the FSN Position Classification System--including directly applicable standards, cross-comparable standards, and the General Grade Level Guides. GRADE: A grade includes all classes of positions which, although different in kind of work, are sufficiently alike in level of duties and responsibilities and level of qualified requirements to warrant inclusion in the same salary range (e.g., FSN-4 Clerk-Typist, FSN-4 Voucher Examiner, and FSN-4 Visa Clerk).
- 6) Go on record with your title, series, and grade decision--i.e., develop an analysis and evaluation worksheet.